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Conflict Management and Visionary Leadership: An Application in Hospital Organizations

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Abstract

The “Health Conversion Program” in Turkey, initiated by 2008, revealed the need of public and private hospitals for administrators with leadership values in order to increase the service quality and to adopt changes by developing efficient processes. It is thought that the research findings will contribute for that hospital administrators will be capable to resolve any conflict due to diverse reasons without harming institutional targets and activities and to apply by adapting the visionary model.

Keywords: Visionary Leadership, Conflict Management, Conflict Management Style, Hospital Administrators

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1. Introduction

The paradigm changes that started to be faced globally by the end of the 20th Century have gained a great acceleration by the beginning of the 21st Century and made new regulations and changes in necessary fields mandatory (Karakaş, 2006; Ateş and Çetinkaya, 2010). This situation resulted in the necessity that hospital administrators manage incurring conflicts in hospitals, which have a complex organizational structure within which individual differences are inevitable, such to serve organization targets by the visionary view of hospital administrators and to internalize conflict management styles in the institutions, to know the level of the behavior and skills of administrators in terms of conflict management (Karakaş 2006; Ateş and Çetinkaya, 2010; Adair 2004; Klan 2003; Patrick, 2000).

The introduction of the visionary leadership in the health sector and the application of the appropriate conflict management style depends on the management of changes by hospital administrators, lead by chief physicians and hospital managers, increasing the moral and motivation of the personnel, adopting new roles, introduced by the change, along with their existing tasks. The behavior adopted by the leaders is important in order to increase the

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productivity of hospitals and to provide the efficiency of the functions in order to meet changing needs. The provided solutions of problems will be much easier in an institution in which; all possibilities of future are planned, diverse common targets are set, employees may verbalize their thoughts, communication is not placed secondary, and the service quality will increase (Akiş 2003; Akgemci, 2001; T.C. Ministry of Health 2003).

In this study, the conflict reasons, the visionary leadership dimensions adopted by administrators in case of a conflict, their conflict management styles and how the employees perceive these styles, whether these perceptions show any significant differences according to some variables and the relations between the perception of the employees regarding visionary leadership and their perception regarding conflict management style, the relations between the conflict reasons and the conflict management style at two public hospitals in Istanbul are determined.

2. Literature Survey and Hypothesis

2.1. Visionary Leadership

An organization can only survive from a conflict and the period after the conflict with the least harm by the guidance of its leaders (Aksu, 2009). For that, there is a need for a leader rather than for an administrator. In the definition of leadership, it is outlined that this is a very different notion than that of an administrator. Whilst administration is the task definition for persons, having learned the needs of the art of management, in other words, having had the education for this, leadership is the activity of persons, deemed to have the skills to see problems as a whole connaturally, able to make radical decisions without any hesitation. According to another conception; whilst the administrator seeks the answer for the question “what” regarding a result, the leader does it for the question “how” for the query towards the method in order to achieve a result (Akiş, 2003; Andrea, Bodtker, Jameson and Jessica 2003; Aksu, 2009).

The time factor, able to be differentiated as the past, the present and future, has a great importance in visionary leader management. The visionary leadership type, which aims to plan the future and to carry the organization to the best position, is a model, of which it is proposed to achieve the most productive result in order to overcome incurred and/or possible to incur conflicts with the most appropriate conflict management style (Uysal, 2004). According to the findings in performed studies, the success of a leader, even how far the leadership attributes are existent, are measured proportional to the fact how visionary this leader is. With other words, being visionary is accepted to a must of a leadership (Aksu, 2009).

2.1. The Need for Visionary Leaders in Hospitals

One of the fields, in which the differentiation between leadership and administration is made very difficult, is the health sector. It may be faced with diverse problems in the management of the hospital services, constituting an important part of this sector, particularly due to that it is greatly based on human relations and makes it necessary to follow the continuously developing technology. And to overcome incurred managerial problems depends on the behavior of the leaders. The introduction of the visionary leadership in the health sector depends on the adaptation of their new roles, which come along with the change, in addition to their existing tasks like the management of the changes by hospital administrators, lead by chief physicians and hospital managers, increasing the moral and motivation of the personnel, observation of the internalization of new applications and appropriate management philosophy and techniques in their institutions and to prepare the institution for the future (Aksu, 2009; Uysal, 2004; Yiğit, 2004).

2.3. Organizational Conflict and its Reasons

According to Eren conflicts are; events caused by the problems between individuals and groups in an institutions due to working together and resulting in interruption or disconcert of normal activities (Eren, 2001). According to Stooner and Freeman are disputes between individuals or groups with a functional relation between their works due to different statuses, targets, values or perceptions (Buchanan, Huczynski, 2004; James, Stoneer and Freeman 1989; Friedman, 2000). And Webster has evaluated a conflict as a dissent of interests or the belief of having not reached individual targets. A conflict expresses disharmonies due to many psychological features like moral, character, the families they lived and grew in, the community, worldview, view on life of the individuals working in the organization

without respect to their social features like their tasks, education, age, gender etc. Even if conflicts are caused by differences between individuals in common, also issues like the dependence between the works, the differences of the work and task definitions and the organizational structure, limited source sharing, insufficient communication, status differences, changes and uncertainty, award and incitement systems, the size of the organization, the differences in the management methods may cause conflicts. Because of the reason that individuals are sore against each other in organizations with high dependences between works, and a high level of conflict due to that eliminates the task-authority-responsibility relation. This situation can cause a chaos environment in organizations (Uysal, 2004; Şahin, 2002; Jennings and Hamlin 2007; Canlı, 2001; LeMieux 2009; David 2001; Rubery, Earnshaw, Marchinton, Cooke, Vincent 2002; Uysal 2004; Yiğit 2004).

2.4. Hospitals and Organizational Conflict Reasons

In the frame of the features of hospitals; that they have an open dynamic system with a complex structure, their matrix organizational structures make them to continuously service providing organizations. Hospitals, which constitute one of the oldest examples for social organizations, are one of the institutional structures in which conflicts are faced the most. Environments with communication problems due to the hierarchy in the administration of hospitals, target and role differences, common source utilization, dependence between individuals, differences in values and perceptions, non-application of efficient performance evaluation and awarding, disorders in organizational tasks and responsibilities, non-application of efficient team work, educational differences of the personnel employed in the hospital cause the generation of conflict environments (Uysal, 2004; Şahin, 2002; Uysal 2004).

2.5. Conflict Management

Conflict management is a process, including the recognition of the conflict, determination of its intensity, evaluation of the effects of this intensity, determination of appropriate intervention methods and observation of their results. Examining the literature, different terms as conflict overcoming methods, conflict solution methods and conflict management styles are definitions used for the management of conflicts. One of the most common used methods today is the Rahim Model, which develops a scale known as the Rahim Organizational Conflict Inventory-II or the ROCH –II. If managed well, conflicts can result in creativity, changes, development, and the generation of comfortable and safe climates in organizations rather than being destructive. Thus, conflicts need to be analyzed well and the reasons for them need to be determined and a conflict management method to conform the organization interests needs to be adopted (Rahim, 2001; Rahim, Magner, and Shapiro 2000; Rahim, 2002). The control variables of the study are determined as the demographic variables regarding the hospital personnel, the conflict reasons faced with by the hospital personnel, utilized conflict management styles, visionary leadership dimensions and hypothesis are generated.

H1: There is a relation between the employees' perception towards visionary leadership and conflict management style used by administrators

H2: There is a relation between the employees' perception of causes of conflict and conflict management style used by administrators

H3: There is a relation between the employees' perception towards visionary leadership and causes of conflict

3. Methodology

3.1. Research Goal

The main aim of our study, to discuss the causes of conflict in two public hospitals with visionary leadership dimensions used by managers in conflict environment, their conflict management styles and how these styles perceived by staff.

3.2 Samples and Data Collection

This study is based on a survey carried out using the research methodology. Research activities were carried out between 15 Nov 2011-15 Jan12 in two public hospitals, who agreed to participate in the study with 51 senior and middle level managers with 284 employees in the province of Istanbul. Obtained from a sample of data analysis, was performed using SPSS version 16.0 for Windows.. Data obtained from those 281 questionnaires were analyzed through the SPSS statistical packet program and three proposed relations were tested through regression analyses.

3.3 Analyses and The Results

In this study, a questionnaire with 3 parts applied. The first part of the questionnaire aimed to identify demographic characteristics (task / title, age, gender, educational level, marital status, service time). The second part is designed according to international scientific studies to determine employees' questions about the perception of visionary leadership, and the third part of employees' perceptions of the causes of conflict styles of managing conflict with the managers of questions that determines "the inventory Rahim Organizational CONFLICT II" was used. The second part of the questionnaire is designed to determine employees' perception of visionary leadership in a Likert-type questionnaire consisting of 14 items. Likert options "strongly agree", "agree", "undecided", "disagree", "Strongly disagree" shaped. All items in the questionnaire are positive. The lowest score of the questionnaire can be 14, the highest possible score is 70. Questionnaire internal consistency (Cronbach's alpha reliability) coefficient values of .84 and the load factor of 0.57 were found to be between 0.87 and. Visionary Leadership Questionnaire is composed of four dimensions. **The visionary leadership dimensions:** (1) Visionary thinking (4items) (2) Being action oriented (4 items) (3) Portrait of the future (3items) (4) Being open to changes (3 items).

The third part of the questionnaire, to get their views on the causes of conflicts experienced by hospital staff consists of 25 statements, a Likert-type questionnaire. The lowest score of the questionnaire can be 25, the highest score of 125. Questionnaire internal consistency (Cronbach's alpha reliability) coefficient is between .83 and 0.76 to 0.46 Questionnaire values of the load factor is composed of three dimensions. **The Causes of Conflict:**(1) Way of performing the work (10 items) (2) Personal Differences (13 items) (3) Management (5 items).

In addition, the third section of the questionnaire, hospital staff experienced conflict situations, conflict management styles used on the basis of factor analysis to determine their views on the Rahim Organizational Conflict Inventory-II (ROCI-II)'t used. This scale consists of statements, each of 38 and 38 the lowest score, highest score is 190. Survey internal consistency (Cronach's alpha reliability) and factor load values of .81, was between 0.54 and 0.76. The Questionnaire consists of five dimensions. **Conflict Management Styles:** (1) Problem-solving style (2) Adaptation style (3) Dominate the style (4) Avoid style (5) Compromise style.

Table 1 Cronbach Alpha Values

Variables	X	SS	α^a
Visionary thinking((4items n=281)	3,84	,62	,87
Being action oriented (4 items n=281)	3,49	,65	,78
Portrait of the future (3 items n=281)	3,18	,69	,83
Being open to changes (3 items n=281)	3,37	,57	,88
Way of performing the work (10 items n=281)	2,13	,63	,86
Personal Differences (13 items n=281)	2,02	,56	,77
Management 5 items n=281)	2,45	1,09	,86
Problem Solving(7 items n=281)	3,89	,65	,83
Adaptation (7 items n=281)	3,07	,57	,74
Domination (8 items n=281)	2,43	,77	,74
Avoiding (7 items n=281)	2,87	,68	,82
Compromise 7 items n=281)	2,31	,65	,92

Notes: LRF - Likert Response Format (Five point: 1=strongly disagree to 5=strongly agree

3.3.1. Numerical and Percentage Distribution of Sample Profiling

Distributions of 284 hospital staff participated in the study were evaluated as independent variables. The largest groups of hospital employees were enrolled in this study when examined age, between 20-29 ages with 39.1% was found. The survey was analyzed in terms of gender, 41.5% male employees, female employees, the 58.4% observed in a proportion of that. 63.7% of hospital employees' married a part of the staff; 36.2% quarters, was seen in unmarried employees. According to the level of hospital employees participated in the research study, %8.8 percent primary school graduates, 22.5% third, high school, 43.6% The high school graduates, 20.7 % graduated from the faculty is a part; 4.2% percent were found to be at the level of graduate education. %40.4 of hospital employees surveyed thirds formed a part of the nursing staff, physicians, 20% occur in health care group, 7.7%, and the general administrative services, class, 15.8%; ancillary services class, 8.8%; director of the group, were observed to be 9.5%. Duration of

hospital employees participated in the research task with the highest rate of 0.9% is 11-15 years. The number of low-level group of 42 managers, 109 middle level and high-level group of executive managers in the group identified as number 33. According to the results obtained from the visionary leadership of hospital executives said that moderate level.

3.3.2. Demographic Comparisons Between Levels of Variables

According to the analyze result, in the comparison for the marital status variability, a meaningful relation could not be found. In other words, the perception of visionary leadership, the causes of conflict and conflict management styles in terms of no significant difference between married and singles.

When we look at the comparisons between genders, significant difference was seen between men and women in terms of Adaptation and Obliging ways. When the averages for these two ways were looked at, it can be seen that the averages for men are higher than the averages for women. So, it can be said from the conflict solving way that men tend to use the obliging and Adaptation ways more frequently compared to women. Based on the t-test results conducted for the variable "Gender", only organizational uncertainties sub dimension showed significant differences among the reasons of conflicts in terms of the gender variable. Also, it was seen that the perceptions of the Visionary Thinking and Being open to changes were different among women and men.

When the results of ANOVA analysis are examined, for the purpose of determining perception of reasons of conflicts, visionary leadership perception and the conflict management ways used for resolving conflicts during the courses of conflict, to determine any significant differences based on the periods of service of the workers, it is found that Visionary Thinking, Being open to changes, Intensity of Conflicts scale, conflicts due to the personal causes and Management and the method of compromise show significant differences based on the period of service of the personnel. Based on the results of Tukey test made to determine due to which differences among the groups this happened, it was seen that; When we make the comparison in terms of the scale of the Intensity of Conflicts, it was seen that the averages for those with durations of service between 6 and 10 years are lower than the averages for those with durations of service of 11 to 15 years ($p = .018$) and 16 years and above ($p = .003$), When the comparison is made in terms of the Personal Differences sub-scale, it was seen that the averages for those with durations of service between 6 to 10 years are lower than the averages of those with periods of service between 11 and 15 years ($p = .006$) and 16 years and above ($p = .001$), When we make the comparison in terms of the Management sub-scale, it was seen that the averages of those with durations of service between 1 to 5 years is lower than the averages of those with durations of service of 16 years and above ($p = .026$) and higher than the averages for those with durations of service between 6 to 10 years ($p = .028$). When the comparison is made in terms of the Compromise sub-scale, it was seen that the averages for the durations of service between 1 to 5 years is higher than the averages for those with durations of service of 16 years and above ($p = .028$).

Based on this fact, it can be seen that as the duration of service increases, the conflicts become more intense and especially the conflicts due to Personal Differences and Management are more frequently seen relating to the personnel over 11 - 16 years of durations of service. The exercise of the way of compromise that varies based on the duration of the service is inversely proportional to the duration of service. In other words, as the duration of service increases, the use of the way of compromise decreases for the resolution of conflicts. The Compromise way is more frequently used in the first years of the employee working.

It was also found that the conflicts due to the performance of the works, Personal Differences and Management and Compromise way showed a significant meaning with respect to being action oriented, Visionary Thinking, portraying the future, being open to changes and the employees' ages. As the result of Tukey test conducted to determine due to which differences of levels this arises from;

Visionary leadership perception; Being action oriented, Visionary Thinking, Portraying the future, being open to changes. It was found that the averages for the age group between 20 and 29 is lower than the averages of the ages between 30 and 39 ($p = .005$), and also lower than the ages 40 and above ($p = .016$); When the comparison was made in terms of the scale of the Intensity of Conflicts, it was found that the averages for the age group between 20 and 29 is lower than the averages of the ages between 30 and 39 ($p = .005$), and higher than the ages 40 and above ($p = .016$), When we make the comparisons in terms of performing the work sub-scale, it was found that the averages for the age

group between 20 and 29 is lower than the averages of the ages between 30 and 39 ($p = .013$), and higher than the ages 40 and above ($p = .028$). When we make the comparison in terms of the Personal Differences sub-scale, it was found that the averages for the age group between 20 and 29 is lower than the averages of the ages between 30 and 39 ($p = .035$). When we make the comparison in terms of the Management sub-scale, it was found that the averages for the age group between 20 and 29 is lower than the averages of the ages between 30 and 39 ($p = .026$). When we make the comparison in terms of the Compromise sub-scale, it was found that the averages for the age group between 20 and 29 is lower than the averages of the ages between 30 and 39 ($p = .014$), and the ages of 40 and above ($p = .003$) ($p < 0.05$).

It can be stated that the visionary leadership perception is higher as the age grows, the conflicts due to the way of performing the work, Personal Differences and Management mostly arise between the ages between 30 and 39 and the ages 40 and above are the years when the conflicts are most frequent. The conflicts arise at least during the ages between 20 and 29 due to these reasons. Furthermore, it can be mentioned that the Compromise way in conflicts was more frequently used among those between the ages 20 and 29 whereas it was less used for the age group 40 and above and as the age increases, this way was less frequently used.

As the results of the ANOVA analysis conducted to determine whether conflict causes perception, visionary leadership perception, conflict management ways used to settle conflicts during the course of conflict show any significant difference or not due to the employees' titles, the following information is obtained; When the results of the variance analysis conducted relating to the title variable examined, it was seen that the entire Intensity of Conflicts scale and its sub-scales showed a significant difference according to the other sub-scale title groups excluding the Adaptation way of the conflict Management scale. According to the results of the multiple comparisons made so as to determine that the significance in question arises from difference among the title groups; For the sub-dimension of "the way of performing the work"; it was found that the average for the nurse group differs from the averages for the doctors group, managers group and health services employees group significantly ($p < 0.05$); also the average for the general administrative services group differs from the averages for each of the managers group, health service employees group and ancillary services group ($p < 0.05$). As for the Management sub-dimension; it was seen that, the average for the health services group significantly differs from the averages of other groups excluding managers group ($p < 0.05$); the average for the nurses group significantly differs from each of the averages for the doctors group, managers group and general administrative services groups ($p < 0.05$); the average for the managers group significantly differs from each of the averages of health services group and ancillary services group ($p < 0.05$) and the average of the doctors group significantly differs from the average for the health services group ($p < 0.05$). As for the problem solving sub-dimension; it was seen that the average for the general administrative services significantly differs from the averages for the nurse group, health services group, ancillary services group and general administrative services group ($p < 0.05$) and the average for the nurse group differs from the averages of each of the doctors group and managers group significantly ($p < 0.05$). As for the Domination sub-dimension, it was found that the average for the doctors group significantly differs from the averages of managers group, nurses group, health services group and ancillary services group ($p < 0.05$). It was found that for the visionary leadership perception, the average for the managers group differs from each of the averages for the health services group and ancillary services group significantly ($p < 0.05$) and the average for the doctors group significantly differs from the average for the health services group ($p < 0.05$).

According to the results of ANOVA analysis made for "education status" variable, significant differences can be seen according to the education level variable in terms of way of performing the work and Management sub-dimensions among conflict reasons. For the Domination sub-dimension; it was found that the average for the group of education level equivalent to high school significantly differs from the averages for each of the other education level groups ($p < 0.05$). In the comparisons made for the Domination way, it was found that the graduates of high school ($x = 2.48$) more frequently used this way according to the other groups. It was found that for visionary leadership perception, the averages for the higher education group differ significantly from the averages for the groups of primary and high school education ($p < 0.05$). The visionary leadership perception of the higher education group is higher.

3.3.2 Regression Analysis Results on Visionary Leadership- Causes of Conflict- Conflict Management styles Relationship

In this study, regression analysis is also conducted to test the hypotheses and to define the direction of relations. When we examined the Table 3, it can be seen that the three dimensions of visionary leadership (Visionary thinking, portrait of the future, being open to changes) have significant effect dimensions of conflict management styles

Table 3 Regression Analysis Results on Visionary Leadership- Causes of Conflict- Conflict Management styles Relationship

Regression Model	Independent Variables	Depended Variables	Standardized β	Sig.	Adjusted R2	t	F Value	Model Sig.
3A	Visionary Thinking	Personal Differences	,412**	,000	,432	2.134	34.712	,000
	Being action oriented		,199*	,013		2.023		
	Portrait of the future		,299**	,002		1.030		
	Being open to changes		,348**	,000				
4A	Visionary Thinking	Management	,348**	,000	,262	2.506	32.176	,000
	Being action oriented		,044	,226		,874		
	Portrait of the future		,204**	,002		3.472		
	Being open to changes		,370**	,000		1.309		
5A	Way of performing the work	Problem solving	,099	,104	,321	,874	52.076	,000
	Personal Differences		,136**	,011		2.472		
	Management		,199**	,022		2.309		
5B	Way of performing the work	Domination	,065	,134	,281	3,874	62.376	,000
	Personal Differences		,246*	,001		3.472		
	Management		,299*	,000		1.309		
5C	Way of performing the work	Compromise	,019	,234	352	,506	33.023	,000
	Personal Differences		,296*	,006		1.874		
	Management		,265**	,022		3.472		

4. Results and Suggestions

It is obligatory to manage conflicts in order to operate organizations efficiently, effectively and properly. In the organizations where there are too many conflicts, problems arise such as deviations from organizational aims and objectives, the competitive environment that tires the parties and risks as to the sustainability of the organizational environment. In the organizations where there are very little conflicts or there are not any conflicts, innovations and creativity may vanish in time, the development of personal skills may slow down and organizational efficiency may diminish. Thus, like a leadership the hospital managers should manage the conflicts in line with the organizational benefits.

With the values of the leader is, the causes of conflict and conflict management can affect positively or negatively. A visionary leader in times of conflict, identifying strategies to manage conflict before the effects of internal and external factors, then the adequacy of information resources and employees to environmental changes, and finally things are done in the form of conflict that could cause such differences or individual differences in negative evaluative and rational workings to eliminate them should. Leaders have a vision , develop strategies to enter into the success of risk and present in various action options. In this study, the concept of a health care institution, the hospital staff for visionary leadership in managing the conflict perspective and visionary leadership characteristics by hospital administrators tried to determine what level is used. In addition to the reasons for their visionary leadership at the level of conflict management style, which were used. Visionary leadership behaviors increases, the people skills to manage conflict increases. As a result of conflict in the visionary leadership dimensions and the dimensions of the study the causes of conflict management and visionary leadership is associated with the features of dimensions of conflict resolution without damaging the objectives of the institutions are effective. This information supports that H1, H2 and H3 hypotheses

When the results as to which levels of visionary leadership the hospital managers have are looked at; it was seen that according to the hospital employees' opinions, the managers hold an average level of visionary leadership characteristics. In the study made by Sabancı Group named "the Assessment of the Principals' Visionary Leadership Characteristics by the opinions of the Principals, Vice Principals and the Teachers", it was seen that while the Principals evaluated themselves as holding superior visionary leadership competence, the teachers had the opinion that Principals are visionary leaders with a much lower capacity (Aslan2002; Sayeed, Mathur 1980; Sabancı 2007). In this

context, the hospital managers failing to pay sufficient attention to the visionary aspect of the hospital because they deal with daily routine works may be perceived as moderate visionary leaders by the hospital employees. As a result of hospital administrators who have a moderate level of visionary leadership as a style of conflict management, problem solving and compromise often has been determined. In addition, as the cause of the conflict, and individual differences were also differences in the form of construction work. Our findings in the literature regarding the causes of conflict and conflict management styles, supports the research findings. (Uysal 2004; Uysal 2004(H); Regena1990; Çelik 2000; Chan, Monroe, Tan 2006; Çelik, 2000).

Leaders in the process of strategic management skills, conflict is important for the successful implementation of process. Leadership qualities provides to capture the organization's of change , self-defense against the dangers , to be open to change and knowledge .It is necessary to achieve the objectives of the strategic management of organizations that need to be heard in this process also requires an effective visionary leader. These research gains importance to bring point of view to conflict management to make it strategic advantage.

4.1.Suggestions

The suggestions developed in the light of the findings relating to this study may be listed as follows; in cases of conflicts which the personnel encounters in hospitals, the managers' main duty should not be settling all kinds of conflicts which arise in the hospital, instead it should be minimizing the adverse effects of such conflicts by managing them rationally while striving to maximize the benefits for the business. Thus, the managers should have knowledge of the techniques of diminishing and encouraging the conflicts. In order for the management of the hospital to be more successful, the importance of the conflicts concept should be understood and it should also be remembered that the conflict management techniques and models have to be used more efficiently. Relevant trainings may be organized so as to raise the managers' awareness in this respect. By means of the in-house trainings, the hospital managers should have improved themselves in the fields of leadership and visionary leadership and the employees' opinions should be obtained in the course of developing the vision and their contributions should be provided. The studies to be made in the future relating to the subject matter of this research may focus on other businesses or sectors. Comparisons can be made on the reasons for the conflicts within the businesses and the other factors affecting the conflict management ways (years of incorporation, number of employees, culture). The effects of the behaviors of the hospital managers with low, average and high levels of visionary leadership on the hospital employees' performances can be observed. Comparisons can be made between the public hospitals and the private hospitals.

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